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Norfolk Center Market Analysis

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About This Report

Preparation

The Norfolk Center Market Analysis was prepared by the staff of the Metropolitan Area Planning Council under the supervision of the Executive Director. The Metropolitan Area Planning Council is the regional-planning agency for 101 cities and towns in the greater-Boston area. The Council assists its member communities in planning land-use, environmental quality, housing, economic development, and historic preservation.

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Summary

Introduction

Concerned about the future of the town's central business district, the 1979 annual town meeting authorized the selectmen to establish a committee to study its needs. The Downtown Revitalization Committee has been working ever since to identify problems and initiate action to resolve them at a minimal cost to the taxpayers. One such action was to solicit technical assistance from the Metropolitan Area Planning Council. Specifically, the Council was asked to assess the retail market potential of the Center, and to study issues relating to design and traffic. A poster outlining recommendations for the revitalization of the Center has been prepared as well as a technical memorandum supporting traffic improvements. The recommendations were predicated on the evaluation that follows.

Evaluation of Conditions

Norfolk Center is the town's central business district. There are twelve retailers, together with a mix of financial, personal, and professional services. All are oriented toward the so-called convenience trade -- basically, the purchase of goods and services at places that are handy. Since the Center is the largest of only three commercial areas in this rural community (30,000 square feet of occupied space), its trade area extends to the town's boundaries. Similar centers in neighboring communities prevent it from extending further.

As a result of being attractive to most residents, the Center's retailers collectively have been able to sell more than a million dollars worth of goods and services, annually. With approximately 15,000 square feet of retail space, the estimated sales per square foot is \$75. The \$1,136,000 that the Center "captures" is eight percent of the estimated \$14.2 million spent by residents altogether on goods and services.

The Center appears to be healthy and stable as a business district. Businesses are capturing a relatively high percentage of trade area expenditures, both individually and collectively. In addition, most have reported steady or increasing sales in recent years. Similar types of commercial areas, however, were found to be somewhat larger in both space and sales -- averaging 54,000 square feet of space and \$135 in sales per square foot or retail area. The business mix of these small convenience centers often is more diverse, too. Take those in neighboring communities for example. In addition to the businesses now in Norfolk Center, they have shops providing: baked goods, a greater variety of prepared food, clothing, shoes, books, stationery, sporting goods, plants & flowers, and personal and professional services. Diversification in Norfolk Center could make it a more convenient place to shop and help it capture some of the expenditures made elsewhere.

Predicted
Expansion

New businesses could be accommodated at two vacant parcels of land in the Center. One parcel, 1.25 acres, is at the intersection of Main Street and Rockwood Road (locally referred to as "the old rectory property"). The other, 41 acres, is at the intersection of Main and North Streets. Together they could reasonably accommodate the construction of more space than would be needed for new businesses during the next 5 to 10 years.

Growth in population and income by 1985 will result in an increase in trade-area expenditures of \$1.4 million. It is reasonable to assume that retailers in the Center will capture some of this. In fact, it is estimated that sales at existing businesses will increase by between \$100,000 and \$200,000. New businesses could add more than \$400,000 to that. In all, Center sales should total at least \$1.2 million, possibly \$1.7 million or more.

Again, new retailers and office tenants will occupy newly constructed buildings. The retailers will need 1,000 to 2,000 square feet each; office tenants an average of 800 square feet. It would be beneficial to both the owner and the town, if a building of 15,000 to 25,000 square feet were constructed on the old rectory property. A mix of retailers and offices who would complement each other, as well as those now in the Center, would find this location attractive. They would find the site especially conducive to business if the remainder of the land were landscaped in a manner similar to the recommendations on the poster titled: Norfolk Center Revitalization Project. Likewise, space to accommodate both retailers and office tenants should be constructed on the parcel at Main and North streets. Given the size of this property, a comprehensively planned but phased development might be appropriate. A good development plan would locate retailers close to Main Street and office tenants further into the property, away from the street. Phasing might begin with a structure that could accommodate a single, larger retailer such as a home improvement Center. Later stages of the plan could involve the construction of additions to this structure, as well as additional buildings. Housing also could be included.

Physical conditions, such as the hazard of driving through the intersection of Main Street and Rte. 115, lack of sidewalks, and unimproved or poorly designed storefronts, could constrain future business expansion. In fact, these conditions could affect the predicted increase in sales at existing businesses. Improvements outlined in the poster titled Norfolk Center Revitalization Project would make the Center more attractive to shoppers. More people would frequent the Center more often and stay longer. Consequently, more money would be spent at existing businesses and there would be more reasons for new businesses to locate there. Norfolk Center might even begin drawing people from a larger trade area.

Existing Conditions

3

Business Mix

Twelve retail and personal-service establishments are clustered about the intersection of Main Street and Route 115 in Norfolk. Among them are a collection of offices, financial institutions, a gas station and a church. These businesses form the town's central business district. (See Table 1)

This place, referred to as Norfolk Center, has served the needs of townspeople for many years. In fact, since revolutionary times entrepreneurs have found this a location to do business. Although no longer here, a tavern stood at the intersection of Main Street and Rockwood Road (Route 115). Eventually, it was bought by a church and used as a rectory. Today, the site is vacant and ready for a new use, something that would complement today's entrepreneurs. Several have been in the Center, now, for 20 or more years. The following is a current profile of center businesses.

TABLE 1
BUSINESS MIX IN NORFOLK CENTER , 1981

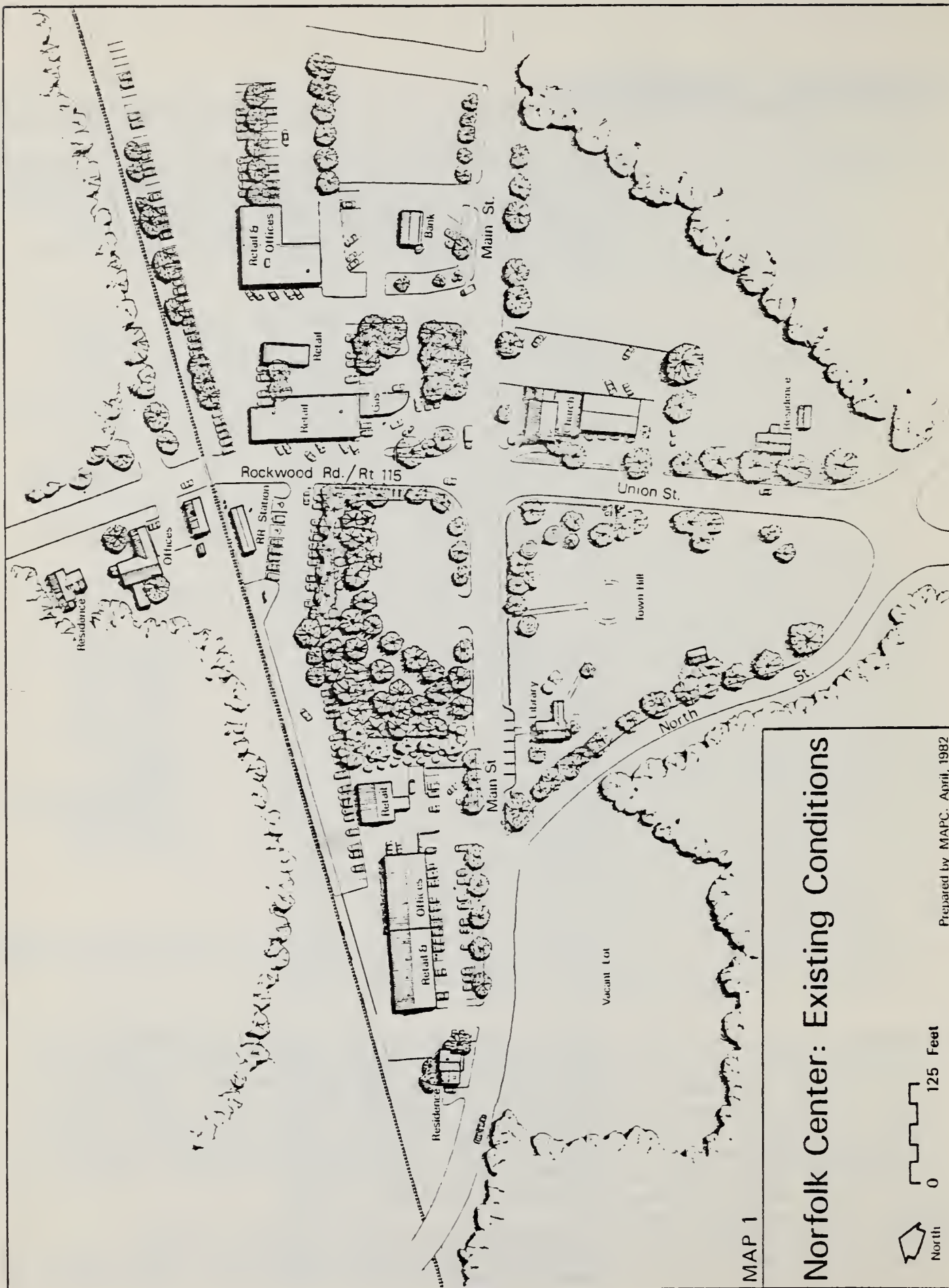
coffee shop/pizza parlor	accounting
consignment shop	banks (3)
convenience store	dental (2)
craft shop	engineering
dry cleaner	gas station
furniture repair	legal
gift shop	newspaper
hair salon (2)	plumbing/heating
hardware store	post office
pharmacy	real estate
superette (market)	

Source: Survey by the Metropolitan Area Planning Council, 1981.

Land Use

Norfolk Center is small. Currently, businesses are clustered within an area barely 1,500 feet from end to end and 500 feet at its widest point. This area is bounded by the parallel but converging Main Street and Boston & Maine Railroad. Main Street passes over the railroad at the western end of the Center. At the eastern end is a right-of-way serving the warehouse of a wholesaler. (See Map 1)

As mentioned, there are retailers, personal services, and business services here. They occupy seven buildings; each has off-street parking; and access



MAP 1

Norfolk Center: Existing Conditions



Prepared by MAPC, April, 1982

is via Main Street, Rockwood Road, or Carlson Way. Also within this area is a residence and a parcel of vacant land. The residence is at the western edge of the Center, the vacant land in the middle. Both are zoned for businesses.

The vacant land was the site of a church rectory. The rectory was demolished in 1980 because of its poor condition. Subsequently, the land was sold. It is one of the few places where development could take place in the next five years.

Another location for future businesses might be a large parcel of land at the intersection of Main and North Streets. It is directly across the street from an existing commercial building, and it too is zoned for business. There are 41 acres of land here. Ten to 20 of it may be very suitable for commercial development.

To the east, also on the corner of Main and North Streets, is the town common. The common, in fact, extends to the corners of Main and Union Streets, and North and Union Streets. This 1.61 acre parcel is triangular in shape and occupies the crest of a hill. Hence, it often is referred to as the Town Hill.

The Town Hill is the home of the public library. Trees, landscaping, a bandstand, and memorials to veterans adorn this park. Because of its proximity to businesses, it can be considered an amenity to them. If the Center grows, it certainly could become an integral part.

Further eastward, but also a part of the Center is a church. It establishes a corner of the Center. For the time being, at least, its size makes it a barrier to business expansion southward and eastward.

The railroad tracks to the north represent a similar barrier. The inconvenience of crossing them, as well as their nature of being a visual obstacle, will contribute to making them a boundary of the Center. Several businesses do occupy a building immediately across the tracks. They are close enough to the tracks, and to businesses opposite the tracks to be considered here as part of the business mix in the Center.

Completely surrounding the Center, as here described, are residential areas. Single family houses on lots of 30,000 square feet or more predominate. There is an elderly housing project on Rockwood Road. It is less than a quarter of a mile to the north of the railroad tracks.

Within a quarter of a mile to the east of the Center, on Main Street, is the police/fire station. A little further down the road is the town office building. West of the center, within a quarter of a mile are several other businesses. The Main Street bridge over the railroad tracks completely isolates them from the center, both physically and visually. They are not close enough to be considered part of the Center.

Access

Norfolk residents can get to the Center easily via a number of major local streets. Main Street is used by people from both the east and the west, while Route 115 is used by people from the north and the south. People from the south can also reach the center by taking Union Street. Most other major streets in town intersect one of these.

Not many people walk to the Center. There are few residences nearby; and sidewalks are intermittent.

Main Street and Route 115 link the Center with neighboring communities or other state roads. These other roads, in turn, make more communities accessible to the Center. Residents of these neighboring communities might be attracted to Norfolk Center if businesses that could draw shoppers who compare goods and services before purchasing them locate.

Traffic

The traffic in the Center is relatively heavy. The average daily volume is estimated to be 9,100 vehicles. The peak 8-hour volume is 5,300, the peak-hour volume 660. A flashing light and stop signs regulate traffic through the intersection of Main Street and Route 115. Some queuing of vehicles occurs as a result.

Some vehicles bypass the intersection by taking North Street. It runs behind the library and common, connecting Main Street to Route 115. It is one way from Main to Route 115.

The commuter rail line crosses Route 115/Rockwood Road. There are warning signals at the crossing. Sometimes, commuter trains stopping at the station hold up traffic. Fortunately, accidents here are rare.

Accidents are frequent at the intersection of Main Street and Route 115. Police reports for the period January 1, 1980 to July 1, 1981 indicated a significant number of accidents occurring at the intersection. Reports for a

year and a half were examined. During this time, an average of one accident per month was recorded. Since reports are made only when (1) considerable damage is done to the vehicles involved, (2) someone is injured, or (3) a police officer is at the scene, it is possible that more accidents than those reported have occurred. By most standards, this can be considered a very dangerous intersection. Observation of the flow of traffic through the intersection supported this conclusion -- many near-misses were observed.

In addition, it was observed that most near-misses occurred between vehicles travelling east along Main Street and vehicles trying to cross Main Street from Union Street to Rockwood Road. Vehicles crossing did not have enough time to accelerate and get to the other side of Main Street before a vehicle came over the hill in Main Street and passed through the intersection. This problem was discussed with the Downtown Revitalization Committee. They added the information that many people now avoid the Center entirely, whenever possible. This certainly has led to a loss of some business at stores in the Center.

Parking

Once in the Center, automobiles can be parked many places depending upon the driver's destination. Commuters can park near the train station, shoppers near the store or service they are going to, and readers or researchers near the library. In all, there are 145 legal spaces. Fifteen cars were observed to be illegally parked.

The paved lot at the train station is always filled. There are 22 spaces and on several occasions as many as 5 illegally parked cars. Most of the overflow, however, locates along the railroad tracks, east of Rockwood Road and east of Carlson Circle. Approximately 70 cars were counted here on several occasions.

There are 12 spaces for people visiting the library. They are in front of the building, along Main Street.

As mentioned, most shoppers can park very close to their destination within the center. Marked spaces exist in front of all buildings, and there is additional parking to the rear of some. During busy times, most of the spaces are occupied. Sometimes, in fact, cars circle the building containing the post office, market, and drug store, waiting for a space to open up. The length of stay in these spaces is very short. The stay at

other places, such as the Wayside Building's parking lot is a little longer -- probably because of the restaurant and personal-service establishments there.

When this lot is filled, people park across Main Street. There, at the corner of Main and North Streets, vacant land has become a dirt parking-lot because of illegal use. Truckers and people stopping at the restaurant in the Wayside Building are frequent offenders. As many as 15 vehicles have been observed.

Physical Appearance

Norfolk Center is attractively situated, among gently rolling hills rich with trees. The image conveyed is that of a rural environment. The topography, vegetation, and open space definately are assets.

The buildings are both old and new. The older are constructed of wood; the newer are concrete with brick facades. All have a colonial look to them. It is the feeling of businessmen and government officials this theme be emphasized in the design of any new construction or renovation of existing structures. In addition, they would like the Center to keep its image as a rural environment.

Public Policies

The character of Norfolk Center is affected by public policies. Most influential are zoning ordinances. They regulate land use, intensity, visual quality, compatibility with neighbors, and more.

Norfolk Center is zoned as a business district. Permitted are:

- religious organizations, public agencies, educational institutions, and private/non-profit clubs;
- utilities and public transit facilities;
- residences, by permit only;
- farms and roadside, produce stands;
- restaurants, lodging, gas station, newspaper and printing services, wholesale and retail stores, offices, and banks.

A number of other zoning ordinances affect the potential for new businesses in the Center. They include regulations relating to off-street parking and loading facilities, lot coverage, building heights, and the distance of structures from property lines. Different businesses require different amounts and configurations of space --

minimum requirements to make them economically feasible. Although variances can be granted, these regulations will tend to restrict the type and scale of business expansion in the Center. Other controls pertain to driveways, service areas, sidewalks, lighting, screening from residential areas, sewage and refuse disposal, drainage, dust and erosion control, and landscaping. The town's Zoning By-Laws should be consulted for more information.

New development in Norfolk Center might involve the subdivision of some land; there is a 41 acre parcel adjacent to the center, zoned for businesses. The town has subdivision regulations that supplement zoning in a situation such as this. They set standards and identify responsibility for public improvements such as streets, utilities, and landscaping. They, too should be consulted.

Community Profile

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Population

According to the 1980 Census, 5,482 people now reside in Norfolk. That's an increase of 45 percent from 1970. The greater Norfolk area -- Norfolk and surrounding communities -- grew by only 5 percent during the same period. Consequently, Norfolk's growth represented 37 percent of the growth of the entire area. Almost 90,000 people live in the Norfolk area.

Almost a third of Norfolk residents today are enrolled in public schools. While enrollments in most communities have declined during the last five years, the pupil population in Norfolk has stayed relatively constant. This may be due to the high rate of growth Norfolk has experienced during the last decade.

Norfolk's growth may have affected more than just school enrollments. The general population grew by 1,700 people. That's an increase of 107 people per square mile. Considering that there were only 238 people per square mile in town in 1970, the change, particularly the 543 new houses that were constructed, might be noticeable to the residents.

In fact, by the mid 70's recognition of the change was noted in public documents. A local committee set up to establish growth policies stated that the rapidly rising population in Norfolk was changing it from a rural/agricultural town to a suburban, bedroom community. A density of 345 people per square mile certainly doesn't give one an impression of a populated suburb. However, it is not unrealistic to say that the town is assuming characteristics of a suburban community.

Norfolk is expected to continue to grow throughout the 80's -- 1,000 more people by 1985 and 2,100 by 1990. This 39 percent increase over the next 10 years is roughly the same as what Norfolk experienced in the 70's. At the same time, the region is expected to grow by 23 percent. There will be 10,000 more people by 1985 and 20,000 by 1990.

Between 1980 and 1983, while the general population is increasing school enrollments in Norfolk are expected to decline slightly. After 1983, however, they once again may follow the pattern of the general population and begin to rise. These trends may be possible because of local trends in enrollment, state trends in the birth rate, and anticipated trends in household formation and births nationwide. The State Department of Education has made projections to 1983, showing a slight decline.

Unlike the rest of the state, however, Norfolk's total population is expected to increase significantly. As a result, enrollment trends in Norfolk may become more similar to those nationwide than those statewide. Expectations nationwide, according to the magazine American Demographics, are for an increase in elementary school enrollments during the mid 80's.

Income

The per capita income for Norfolk in 1980 is estimated to have been \$6,134. In 1970, it was approximately \$5,695 (in constant dollars). That is an eight percent increase over the last 10 years.

The change in income during the 70's was used to estimate a figure for 1985. If the community continues to change as it has during the 70's -- in terms of population and employment -- per capita income in 1985 should be roughly \$6,266.

Norfolk has a lower per capita income than all of its neighbors. In fact, many are more than two or three thousand dollars higher. The average figure for all the communities in the Norfolk area was \$8,165 in 1980, and is expected to be roughly \$8,608 by 1985.

Employment

According to the Mass Division of Employment Security, approximately 1,100 people are employed at 90 establishments in Norfolk. Roughly 50 percent are employed by the government and 50 percent by private companies. Among the privately employed, 60 percent are in the trade or service industries and 40 percent in manufacturing, construction, or agriculture. The average wage of an individual employed in Norfolk is almost \$12,000. The payroll of all firms totals almost \$13 million.

Employment hasn't changed significantly over the last 10 years. There have been some increases in manufacturing, trade, and service industries. As a result, total non-government employment has increased by 200 people. A greater increase may occur during the 1980's as land closer to Boston becomes scarce and firms move to outlying areas such as Norfolk and Foxborough.

In 1980, there were approximately 25,000 non-government employees in the greater Norfolk area each day. Seven thousand more were employed by the government. Manufacturing industries employ the largest number of people, more than 10,000. The trade and service industries

together employ the second largest number, almost 9,000.

Ten thousand new people have been employed in non-government industries in the region. The largest increases have been in the trade and service industries, each adding about 200 new employees per year. The other industries have added people too, but only between 20 and 50 per year. Again, this area should experience more growth as industries locate further away from Boston.

Population, income, and employment figures for
- Norfolk and surrounding communities are detailed in
the appendix.

Norfolk Center is a place where residents can shop for day-to-day needs. Necessities such as food, medicine, and household goods are available as well as basic services like banking, mailing, dry cleaning, and hair cutting. Gifts, liquor, and take-out food are there, too. This mix of goods and services, together with its location at the intersection of two major roads, make Norfolk Center a handy place to shop -- a so-called convenience center.

Sales Volume

Retail trade in the Center takes place at 12 business establishments. It is estimated that their sales volumes collectively total \$1,136,000. With space totalling 15,300 square feet, the estimated sales per square foot is \$75.

Usually, shoppers spend \$10 or less on a trip to the Center. More than half of them make at least two stops. And, most prefer Mondays, Wednesdays and Thursdays, although many do shop daily. As in most convenient centers, sales temporarily decrease during the summer months, due of course to vacationing. Although there is this seasonal fluctuation, annual sales have not been affected; they have increased each of the last three years.

Characteristics of Businesses

A survey of questions regarding business activity was distributed to all office and retail establishments in the Center. The knowledge and opinions of these proprietors are necessary to supplement information obtained by research and by observation of shoppers. Of particular importance were questions about sales volumes, square footage of space, perceptions of both the positive characteristics of the Center and the problems affecting businesses, improvements to the business district desired, and uses of vacant land, particularly old rectory property. Individual responses are confidential; however, generalizations can be made about the entrepreneur's perspective on business activity in the Center.

Most of the businesses in the Center are independent, that is, not part of a chain. Many are owned and operated by residents of Norfolk or adjacent communities. Some businesses have been in the Center for 10 or more years; others are relatively new -- in town for less than five years.

Business hours vary from one establishment to the next. While some open as early as 7 AM, others don't open until 10 or 10:30. There are just as many different closing times as there are openings. Some close at 5:00, others by 7:00. Most have business hours Monday through Saturday, a few are open on Sunday. There are some 60 to 70 people working in the Center at any given time (Monday through Saturday). Nearly all drive to work; and, most park behind the buildings in which they work, some do use spaces planned for customers.

Customer spaces also are used by trucks for deliveries. Only one business reported receiving deliveries to the rear of their building. Since deliveries to many arrive almost daily, they could inconvenience shoppers.

Sentiments of
Businessmen

Many retailers feel that there are some problems in the center which affect their trade. Mentioned repeatedly were parking, traffic, and appearance. Overcoming parking and traffic problems can be very important to a small convenience Center such as Norfolk. After all, it is estimated that more than 75 percent of the Center's patrons arrive by car; and that's a lot of business that could become discouraged.

Poor appearance just as easily could discourage residents from visiting the Center. Businessmen feel that the rural, country-like atmosphere of the Center is a significant factor in attracting their clientele. However, things such as broken pavement and poorly designed or maintained storefronts certainly do nothing to attract people. In fact, often times they detract people's attention from positive features, taking away their inducement for visiting in the future. Businessmen feel that the poor appearance of some storefronts, buildings, and streets is turning people away.

They recommend that individual parcels be cleaned-up, exterior facades be renovated, and the entire center be landscaped. Adoption of a colonial style also was recommended.

One businessman suggested that Main Street, between Union and North Streets, be regraded. Here Main Street passes over the crest of a hill. The hill hampers the visibility of drivers, and thus safe passage through the intersection of Main and Union Streets. Many drivers now avoid the intersection whenever possible, and consequently the business district too. Regrading

the hill would improve the safety of the intersection and, in turn, eliminate a reason for people to avoid the Center.

Businessmen were also asked a number of questions about vacant land in the Center. Some would like to see more retail stores locate in the Center. In addition, doctors and other office tenants are considered desirable. Parking lots, gas stations, fast-food chains like MacDonalds, amusement centers, large shopping malls, and industry all are considered undesirable. With respect to the "Town Hill" (common) and the library on it, all consider them assets to the Center. Some would even like to see improvements such as expansion of the library and better use of the Hill.

Definition of the Trade Area

The "trade area" of any shopping center is defined as that region from which it can expect to attract 80 to 85 percent of its customers. The trade area of Norfolk Center is the town of Norfolk. The delineation of this area was derived by considering the results of business surveys and by examining the location of the Center in relation to other retail areas and potential customers. Business surveys indicate that more than 80 percent of the people shopping in the Center are Norfolk residents.

People in neighboring communities do have access to the Center via major roads. However, a number of other shopping centers also are along these roads. These shopping centers, like Norfolk Center, are convenient to the people living nearby. They are larger, too. Therefore, people will frequent them before going on to Norfolk Center.

Norfolk, then, can be labeled a convenience trade area. This region includes only Norfolk residents; only they will find it convenient to frequent the Center. According to 1980 Census estimates, 5,482 people live here. The 1980 per-capita income in Norfolk is estimated by MAPC to be \$6,134. The total income of the people in the Center's trade area is \$33,626,588.

Trade Area Expenditures

Statewide, 42.3 percent of income available for all expenditures is spent on retail goods and services. The amount of money spent by Norfolk residents on retail goods and services, therefore, is approximately \$14,224,000. The following table is a breakdown of these expenditures by kinds of businesses.

TABLE 2
TRADE-AREA EXPENDITURES, 1980

<u>Kinds of Business</u>	<u>Dollars Spent</u>
Building Materials/Hardware	\$ 807,000
General Merchandise	\$ 2,455,000
Food Stores	\$ 4,371,000
Apparel & Accessories	\$ 1,110,000
Furniture & Appliances	\$ 740,000
Eating & Drinking	\$ 1,883,000
Drug Stores	\$ 605,000
Miscellaneous Retail	\$ 975,000
Personal Services	\$ 673,000

Source: Metropolitan Area Planning Council, 1981.

Capture Rates

The share of trade area expenditures for retail goods and services that a shopping center "captures" is important for projecting trends in business volumes. The capture rate of a shopping center is estimated by dividing center sales by the expenditures of those in its trade area. This figure is calculated by kind of business and for the center as a whole. Because there are so few businesses in Norfolk Center, capture rates by kind of business cannot be revealed without disclosing confidential information. Such information has been used in this market analysis but only the capture rate for the Center as a whole will be revealed.

Trade area expenditures, as mentioned, total \$14,224,000. Total sales, remember, have been estimated to be \$1,136,000. The capture rate for Norfolk Center, consequently, must be eight percent.

Eight percent is a large percentage of trade area expenditures for a convenience center to capture, even for one that is a community's central business district. It is not too high, however, when one reconsiders the conditions there. Norfolk is a rural community; and income is relatively low. The Center has a good mix of businesses, and it is the largest shopping center in town. The Center's major competitors -- the central business districts of neighboring communities -- are at least a couple of miles from town; yet, the Center is no more than a couple of miles from most residents. There is something, too, to be said for the attraction of shopping in one's own town center. Consequently, a number of conditions contribute to Norfolk Center's high capture of trade area expenditures.

Comparable Shopping Areas

The publication Dollars & Cents of Shopping Centers: 1981, by the Urban Land Institute was consulted for comparison. Norfolk Center, as previously mentioned, is a long-established, convenience-oriented business district. Neighborhood shopping centers 10 to 19 years old are the most similar, and therefore were used for comparison.

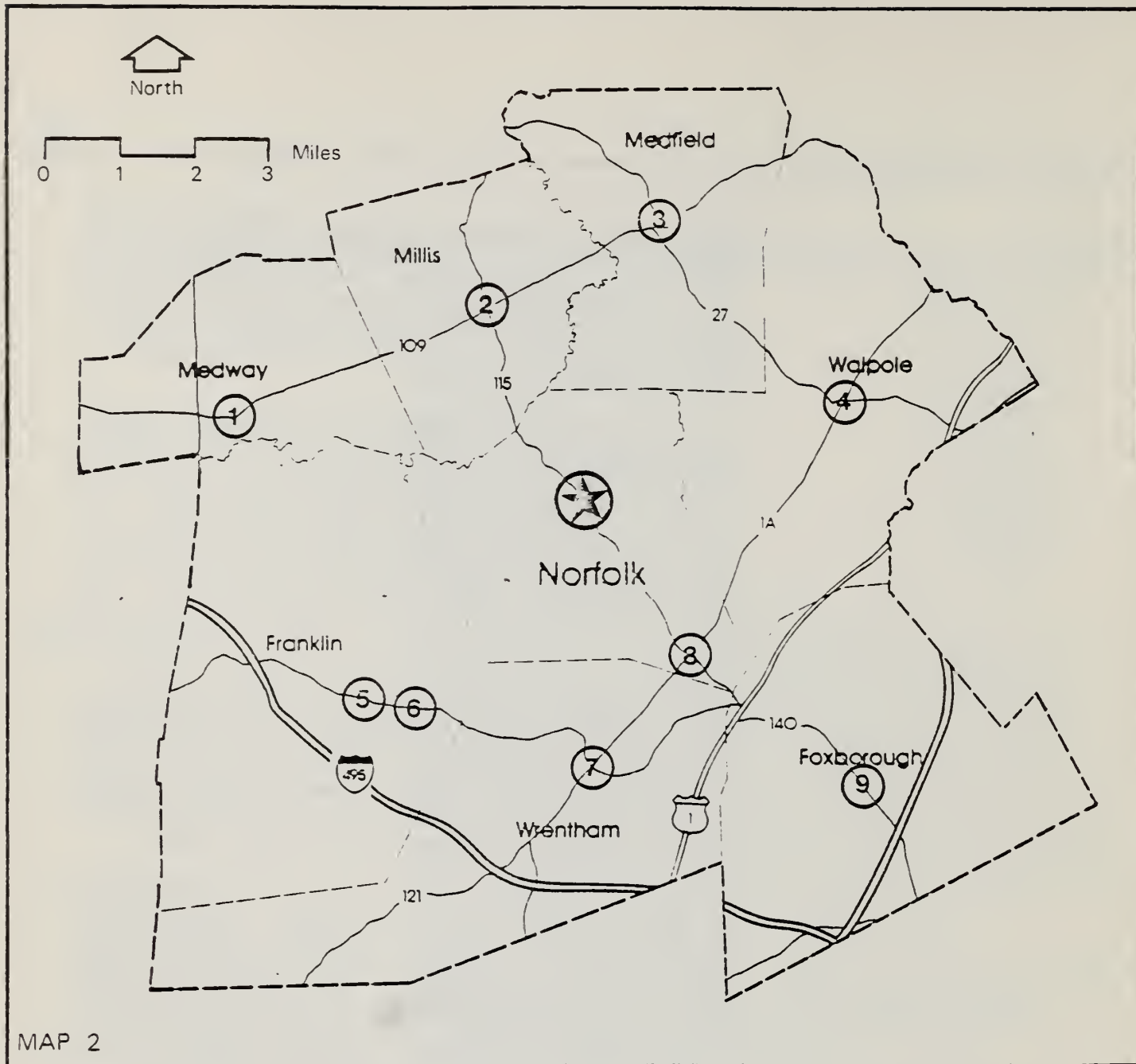
According to Dollars & Cents, these centers range in size from 25,000 to 95,000 square feet of occupied space (including both retail and office space). Most centers have approximately 54,000 square feet. As mentioned earlier, retail establishments, banks, and offices occupy some 30,000 square feet of building space in Norfolk Center. Total occupied space in the Center, therefore, falls within the range for similar places but is close to the low end of the range.

The volume of business done by establishments in Norfolk Center also is relatively low when compared to typical centers. According to Dollars and Cents, businesses in convenience-centers average \$135 per square foot in sales. Some, however, can be as low as \$70 and as high as \$240. The average of those in Norfolk Center is roughly \$75 per square foot.

Norfolk's relatively small size and sales figures may be indicative of a number of things. Certainly its low population density and lower than average income have contributed. However, there still seem to be a number of businesses typical to places like Norfolk Center, businesses which provide goods and services that everybody purchases. Clothing, jewelry, restaurants, and medical services are among them. Such businesses, however, may not locate in Norfolk Center if there are other places more convenient to the people they serve. Competing centers, therefore, must be accounted for before judging whether or not Norfolk Center is too small to service residents.

Potential Competition

Norfolk Center is one of many places where residents can purchase goods and services (see Map 2). While most are in neighboring communities, some are within the town, and relatively close to the Center. For instance, within a mile, along Main Street just west of the railroad bridge, are several retailers -- a liquor store, a hardware store, a farm stand, and a take-out food stand. A little farther away, three or four miles, are several other clusters of businesses.



Norfolk Center Competing Commercial Districts

- | | |
|-------------------|--------------------------|
| ★ Norfolk Center | ⑤ Franklin Center |
| ① Medway Center | ⑥ Rt. 140 Shopping Malls |
| ② Millis Center | ⑦ Wrentham Center |
| ③ Medfield Center | ⑧ Rt 1A Commercial Area |
| ④ Walpole Center | ⑨ Foxborough Center |

They are in the south-east corner of town, along a stretch of Route 1A between Route 115 and the Norfolk/Wrentham town line. A variety of goods and services can be found there -- including: liquor, sporting goods, antiques, eating and drinking, interior decorating, legal counsel, and real estate assistance.

An even greater variety of goods and services can be found at the shopping centers of neighboring communities. Most are no more than five miles from Norfolk Center. Since many residents have to travel several miles to the Center, two or three or even four miles to another might not be any less convenient to some -- the convenience of being able to purchase more in one place is a comparative advantage that may outweigh the inconvenience of slightly longer travel times.

Most of the centers that compete with Norfolk for retail trade have the same core of businesses, anchors if you will, who provide essential goods and services. First of all there is a food market of some kind -- a supermarket or the smaller version superette. Often there is a convenience food store too which is open longer hours and on Sundays. Complementing the food stores is a liquor store. Sometimes liquor, usually only beer and wine, is available at the supermarket or superette.

Other retailers providing necessities include a drug store, a variety store, and a hardware store. Sometimes the variety store is absent but the general merchandise associated with it is available at an expanded drug (called super drug) or hardware store.

Among the core of businesses at all centers are a hair salon or two, a small restaurant, and a financial institution. Sometimes there will be both a beauty salon and a barber shop, other times a hair salon catering to both men and women. Always available is a small restaurant that serves at least two of the day's meals -- breakfast, lunch, and dinner. Often times it will be a diner, a cafe, a sandwich shop, or a pizza parlor. One or more financial institutions can be found at each center, too -- a bank or two and maybe a savings and loan or a credit union.

Most of the centers competing with Norfolk are an expansion of the core mentioned above. Many have duplicates of the core establishments, thus allowing consumers to shop comparatively. They also have

establishments which specialize in particular items available at the core establishments (i.e. cards, specialty food). There are still others who provide new lines of items that may or may not relate to the necessities mentioned above (i.e. gifts, appliances, clothing, dry cleaning services, realtors, and medical and dental services).

Among the centers competing with Norfolk are more than 200 retailers. Roughly half of them provide the necessities associated with core establishments. The remainder provide goods or services commonly available in convenience-oriented centers. Table 3 lists these businesses and their proximity to Norfolk Center.

TABLE 3
COMPARISON OF COMMERCIAL SPACE:
NORFOLK CENTER vs. TYPICAL CENTERS and COMPETITION IN THE SURROUNDING AREA

Kinds of businesses in places similar to <u>Norfolk Center</u>	Median Sq.Ft. in typical <u>centers</u>	Number of Businesses in Norfolk <u>Center</u>	Number of competitors within <u>one mile</u>	Number of competitors within <u>five miles</u>	Businesses that might do well in Norfolk Center given competition
BUILDING MATERIALS, HARD- WARE & GARDEN SUPPLIES					
Hardware	6,000	1	1	4	
Home Improvement Center	--	0	0	--	X
GENERAL MERCHANDISE					
Variety/General Store	10,000	0	0	1	
FOOD					
Supermarket/Superette	23,000	1	1	5	
Convenience Market	2,200	1	0	10	
Delicatessen	900	0	0	?	X
Bakery	900	0	0	2	X
Specialty	800	0	0	?	X
APPAREL & ACCESSORIES					
Ladies Clothing Store	1,700	0	0	3	
Men's Clothing Store	1,300	0	0	2	X
Children's Clothing	1,600	0	0	5	X
Shoe Store	2,000	0	0	5	X
FURNITURE & APPLIANCES					
Radio, TV, Hi-fi Store	2,000	0	0	4	
Furniture Store	3,000	0	0	12	
EATING & DRINKING					
Fast-Food & Take-out	1,400	1	1	29	
Restaurant w/o liquor	2,400	0	0	2	X
Restaurant w/liquor	3,600	0	0	10	X
Ice Cream Parlor	1,200	0	0	2	X
Delicatessen	800	0	0	?	X
Bakery	900	0	0	2	X
LIQUOR					
Liquor & Wine Store	2,200	0	1	15	
Beer & Wine	1,000	1	0	?	
DRUGS					
Drug Store/Pharmacy	5,000	1	0	8	
MISCELLANEOUS RETAIL					
Jewelry Store	1,000	0	0	2	
Cards & Gifts	1,800	1	0	10	
Craft & Hobby	1,100	1	0	3	
Books & Stationery	1,700	0	0	3	X
Sporting Goods	2,000	0	0	5	X
Plants & Flowers	1,200	0	0	5	X
Pet Shop	1,000	0	0	1	X
Consignment Shop	1,000	1	0	?	
PERSONAL SERVICES					
Hair Salon/Barber Shop	1,300	2	0	23	X
Dry Cleaners	1,600	1	0	6	X
Laundromat	1,500	0	0	6	
Furniture Repair	1,000	1	0	0	
FINANCIAL					
Banks	2,500	3	0	12	
Real Estate Agencies	1,200	0	0	17	X
OFFICES					
Medical & Dental	1,000	1	0	9	X
Miscellaneous Offices	800*	3	**	**	X

* Average square footage per office.

** Not inventoried; however, many were observed.

Sources: Metropolitan Area Planning Council, 1981.

Urban Land Institute, Dollars & Cents of Shopping Centers: 1981.

Opportunities for Expansion

25

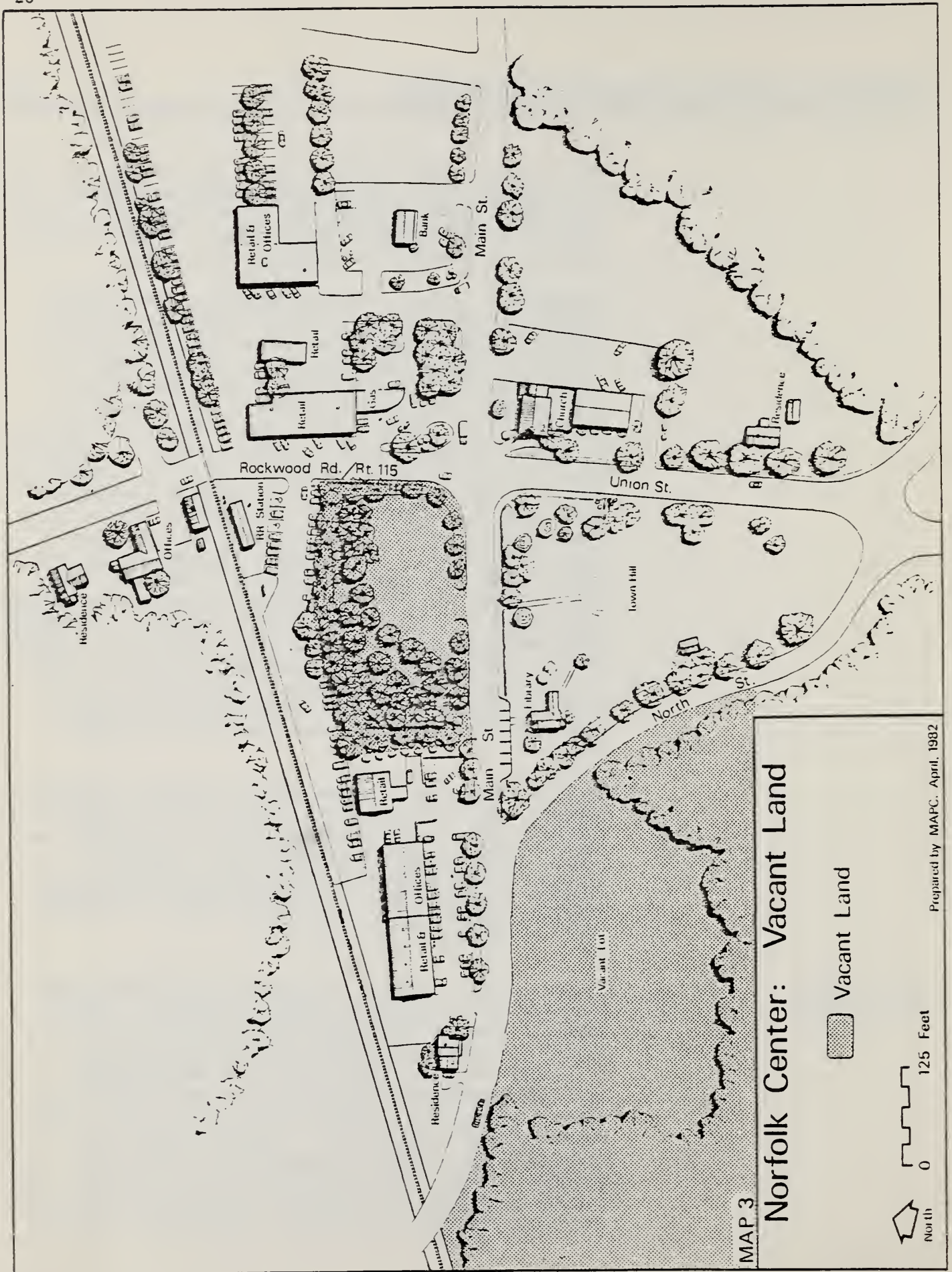
The Center is currently capturing eight percent of trade area expenditures. Conditions may make it possible for this figure to increase by 1985. The population is increasing. Incomes are getting higher. There are opportunities for the mix of businesses to improve.

As mentioned earlier, other neighborhood/convenience-oriented shopping centers 10 to 19 years old capture more trade-area expenditures, have more square feet of leasable space and sell more goods and services per square foot than Norfolk Center. The range in size from 29,000 to 90,000 square feet and in sales from \$47 to \$180 per square foot. Their business mix often includes: a hardware store, variety store, food markets, women's clothing shops, radio/TV/hifi shop, restaurants with and without liquor, fast-food/take-out establishment, drug or so-called super drug store, wine & liquor store, jewelry store, card/gift shop, beauty salon, barber shop, dry-cleaning service, laundromat, banks, real-estate agencies, medical & dental offices, and other miscellaneous offices. Frequently, when the convenience center also is a town center, other businesses complement those mentioned above. These include: a deli, a bakery, an ice cream parlor, other specialty food shops, men's and children's clothing stores, a shoe store, a book store, a stationery & office supply store, sporting goods, plants & flowers, pets, and home improvement supplies.

Roughly two-thirds of these cannot be found in Norfolk Center. Table 3 noted the square footage of space typically devoted to those businesses. Generally, the greater opportunities for expansion of business activity in the Center lie with these establishments; although, opportunities to expand existing businesses certainly should not be overlooked.

Vacant Space in the Center

If new retailers are to do business in Norfolk Center, they will need a place to locate. There are several possible sites -- two unimproved parcels of land and a storefront which, although occupied, could be put to better use. The storefront is in the commercial building fronting on Rockwood Road. One unit is being used as a newspaper distribution office. Papers are assembled and bundled there. Another location for this operation might be better, maybe in an off-street building. Storefronts like this one should be used for retailers, for they will benefit from the location and they will contribute business to neighboring retailers.



The two parcels of vacant land are located at intersections. One is at the intersection of Main Street and Rockwood Road. The other is at Main and North Streets. Both are prime locations for commercial tenants. (See Map 3)

At Main Street and Rockwood Road is the old church rectory property. The rectory recently was torn down and the property sold by the church. The foundation remains.

The lot is rectangular and situated on the crest of a hill. Slopes along the edges, especially the north and west sides, are steep. For the most part, however, it is level enough to build on. It is a good size parcel, too -- 1.25 acres (54,450 square feet). Another asset is its location in the middle of the business district. It would be a prime site for retailers.

The second parcel of vacant land would be a great location for both retail and office development. The land is at the corner of Main and North streets. There is 41 acres here, much of which is thickly forested. Like the rest of the Center, this site is on the side of a hill. It is within the zoned business district, but being on the edge abuts a residential area.

Expenditure Projection

All of this discussion about potential new businesses and possible sites becomes more realistic when changes in trade-area expenditures are accounted for. Activity in the Center is stable, with loyal customers from a large trade area. As mentioned in the section titled Community Profile, there are expected to be 1,000 new residents by 1985 and 2,100 by 1990. Per capita income too is expected to grow; by almost \$500 by 1985. Consequently, there will be more dollars available for the Center to capture.

The anticipated changes in population and income should result in an increase in trade-area expenditures of \$1.4 million. That's an increase of roughly 10 percent. If Norfolk's capture rate were to remain the same, eight percent, \$113,000 new dollars would be spent at businesses in the Center. However, there's nothing to say that more trade-area expenditures couldn't be captured. Conversely, less might be captured too. Table 4 is a summary of projected changes in trade-area expenditures by kind of business.

TABLE 4
ESTIMATED EXPENDITURES
NORFOLK CONVENIENCE TRADE AREA, 1980 AND 1985

<u>Kind of Business</u>	<u>Year of Estimate</u>	<u>Expenditures</u>
Building Materials/ Hardware	1980	\$ 807,000
	1985	\$ 887,000
General Merchandise	1980	\$ 2,455,000
	1985	\$ 2,699,000
Food Stores	1980	\$ 4,371,000
	1985	\$ 4,806,000
Apparel & Accessories	1980	\$ 1,110,000
	1985	\$ 1,220,000
Furniture & Appliances	1980	\$ 740,000
	1985	\$ 813,000
Eating & Drinking	1980	\$ 1,883,000
	1985	\$ 2,070,000
Liquor Stores	1980	\$ 605,000
	1985	\$ 665,000
Drug Stores	1980	\$ 605,000
	1985	\$ 665,000
Miscellaneous Retail	1980	\$ 975,000
	1985	\$ 1,072,000
Personal Services	1980	\$ 673,000
	1985	\$ 739,000
<hr/>		
All Businesses	1980	\$14,224,000
	1985	\$15,636,000
<hr/>		
Change from 1980 to 1985	(dollar)	\$ 1,412,000
	(percent)	9.9%

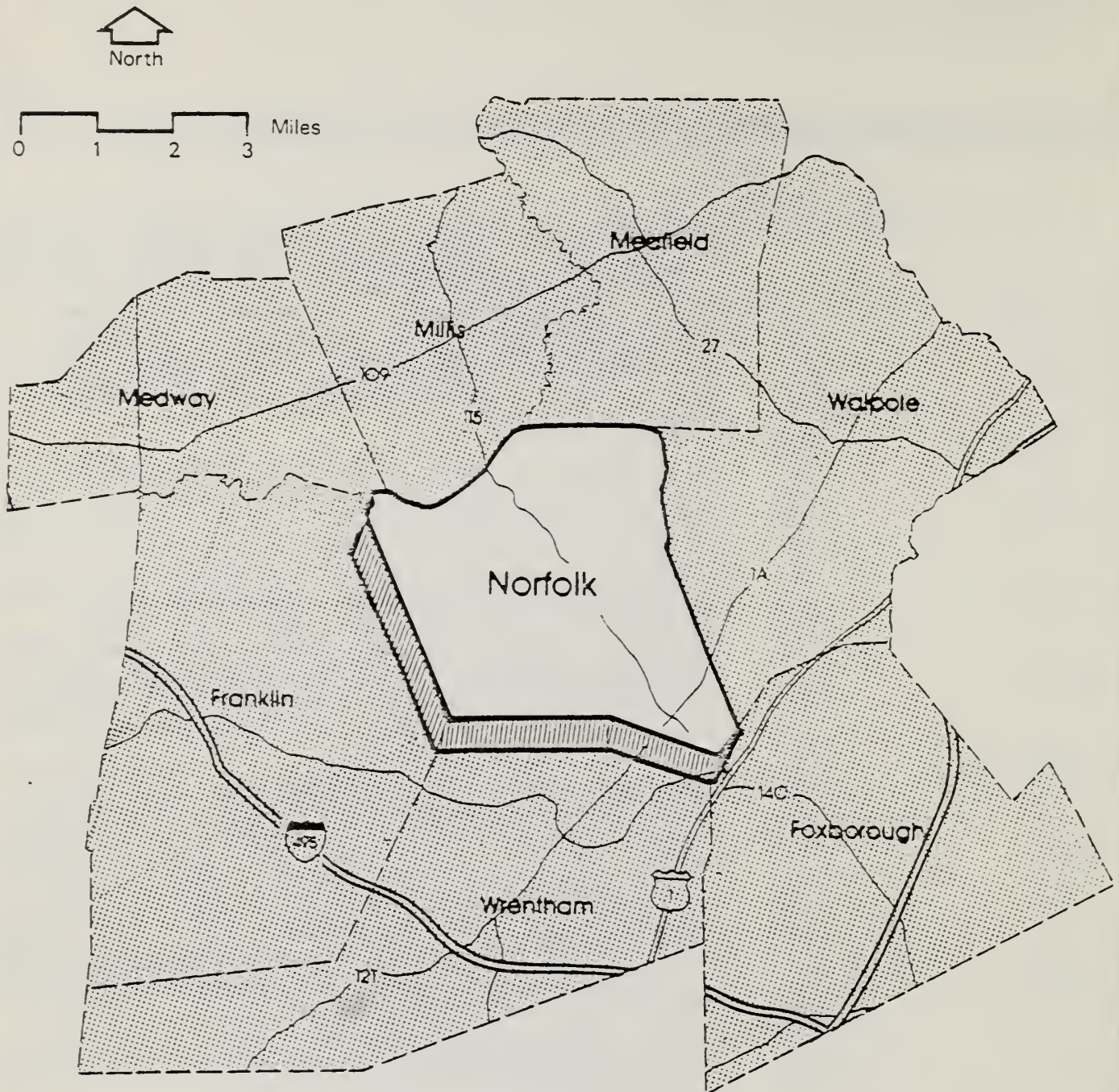
Source: Metropolitan Area Planning Council, 1981.

At present, retail sales in the Center total \$1,136,000, a capture rate of eight percent. This capture rate could increase to 11 percent or more by 1985. Sales at existing businesses are predicted to increase by between \$100,000 and \$200,000. New businesses could add more than \$400,000 to Center sales. In all, Center sales should total at least \$1,227,000, possibly \$1,750,000 or more.

As mentioned, the sales volume of existing businesses are estimated to increase by \$100,000 to \$200,000. This money will come from two sources. First, remember both population and per-capita income in Norfolk are expected to grow. Consequently the disposable income of the total population will have expanded. Existing businesses can be expected to capture some of this money, maybe \$100,000, especially if they improve merchandising and marketing techniques. They could capture even more, possibly \$200,000, if physical conditions in the Center were improved and the mix of businesses were to expand.

Remember, there are physical conditions, such as lack of sidewalks and unimproved storefronts, that detract from the Center's positive characteristics. There are other conditions, such as the hazard of driving through the intersection of Main Street and Route 115, that are even more unattractive; leading some people to avoid the Center entirely. Improvements such as those mentioned on the poster titled Norfolk Center Revitalization Project would make the Center more attractive to shoppers. More people would frequent the Center more often and stay longer. Consequently, more money would be spent at existing businesses and there would be more reasons for new businesses to locate in the Center.

New businesses would complement existing businesses. They would attract people to the Center who might otherwise have gone elsewhere. They would draw new sales for the Center to their own establishments and to others who would be convenient to shop at. Their sales volume, as mentioned, could amount to \$400,000, not to mention the trade resulting to existing businesses. Norfolk Center might even begin drawing people from a larger trade area (see Map 4).



MAP 4

Norfolk Trade Areas

- Convenience Trade Area (Current)
- Potential Drawing Area (Future)

Characteristics of New Businesses

Again, new businesses are expected complement those now in the Center. Those with the greatest potential for success would be ones which do not duplicate existing businesses. As previously mentioned, they will be among the following.

TABLE 5
New Business Possibilities for
Norfolk Center, by 1985

Delicatessen	Book Store
Bakery	Stationery & Office
Ice Cream Parlor	Supplies
Restaurant	Plants & Flowers
Women's Clothing	Pet Shop
Men's Clothing	Dry Cleaning Service
Children's Clothing	Home Improvement Center
Shoe Store	General (Variety) Store
Sporting Goods	Misc. Offices

Source: Metropolitan Area Planning Council, 1981.

Each will occupy from 1,000 to 2,000 square feet of space, sell from \$50 to \$100 worth of goods and services per square foot, and be operated by a single proprietor. "Ma & pa" type establishments which can offer discount prices will do best. They can offer a combination of personal service and low prices that larger, chain-stores cannot. They do need, however, relatively low rents, good access, and a high volume of traffic. (See Table 6.)

Probable Locations For Development

As mentioned earlier, there are two sites where new businesses could locate -- the old church rectory property and the North Street property. Both are on major streets, linking the Center to residential areas. Remember, the average daily traffic volume in the Center is 9,100 vehicles. These sites will benefit from pedestrian traffic, too, since both are adjacent to existing businesses. One, in fact, is situated between two buildings containing most of the businesses in the Center. Traffic volume and access to both, certainly are good.

The old rectory property, remember is 1.25 acres. A building with 15,000 to 25,000 square feet of useable space could be constructed here. Generally, zoning allows 40 percent of a lot in the Center to be covered by a building. The building can be two stories high. Parking requirements and site conditions, however, will

TABLE 6

SALES POTENTIAL OF NEW RETAILERS
IN NORFOLK CENTER, 1985

<u>Businesses that might locate in the Center</u>	<u>Possible square footage</u>	<u>Possible total sales</u>	<u>Sales per square foot*</u>
Deli (eat-in/take-out)	1,400	\$126-161,000	\$90-115 (110)
Bakery (eat-in/take-out)	1,400	\$126-161,000	\$90-115 (110)
Ice Cream Parlor	1,000	\$ 70- 85,000	\$70- 35 (75)
Restaurant (family-run)	1,300	\$126-153,000	\$70- 85 (75)
Home Improvement Center	7,000	\$420-560,000	\$60- 30 (70)
Variety/General Store	3,000	\$ 90-135,000	\$30- 45 (40)
Ladies' Clothing Store	1,700	\$119-145,000	\$70- 35 (30)
Men's Clothing Store	1,300	\$108-135,000	\$60- 75 (70)
Children's Clothing Store	1,600	\$120-144,000	\$75- 90 (35)
Shoe Store	2,000	\$120-150,000	\$60- 75 (70)
Book & Stationery	1,700	\$102-128,000	\$60- 75 (70)
Sporting Goods	1,700	\$119-145,000	\$70- 35 (30)
Plants & Flowers	1,000	\$ 45- 55,000	\$45- 55 (50)
Pet Shop	1,000	\$ 45- 55,000	\$45- 55 (50)

* Sales per square foot could fall within the range indicated, but more than likely will approximate the figures in parentheses.

Sources: Metropolitan Area Planning Council, 1981.

Urban Land Institute, Dollars & Cents of Shopping Centers: 1981.

limit the size of the building. A development that is designed to make use of the site's assets -- location, topography, and vegetation -- can be in keeping with the rural character of the Center and be a profitable venture, too. An example of good design is on the poster titled Norfolk Center Revitalization Project.

The North Street property can accommodate much more development than can the old rectory property. This parcel at the corner of North and Main Streets is 41 acres. The site could be developed with both retail and office space. A good development plan might locate retailers close to Main Street and office tenants further into the property, away from the street. Vegetation and topography, again, are assets of this site. They will contribute to a pleasant environment for tenants and buffer residential areas from commercial uses. An example of partial development of the site for retailing is shown on the poster titled Norfolk Center Revitalization Project. (Map 5 is a copy of the poster.)

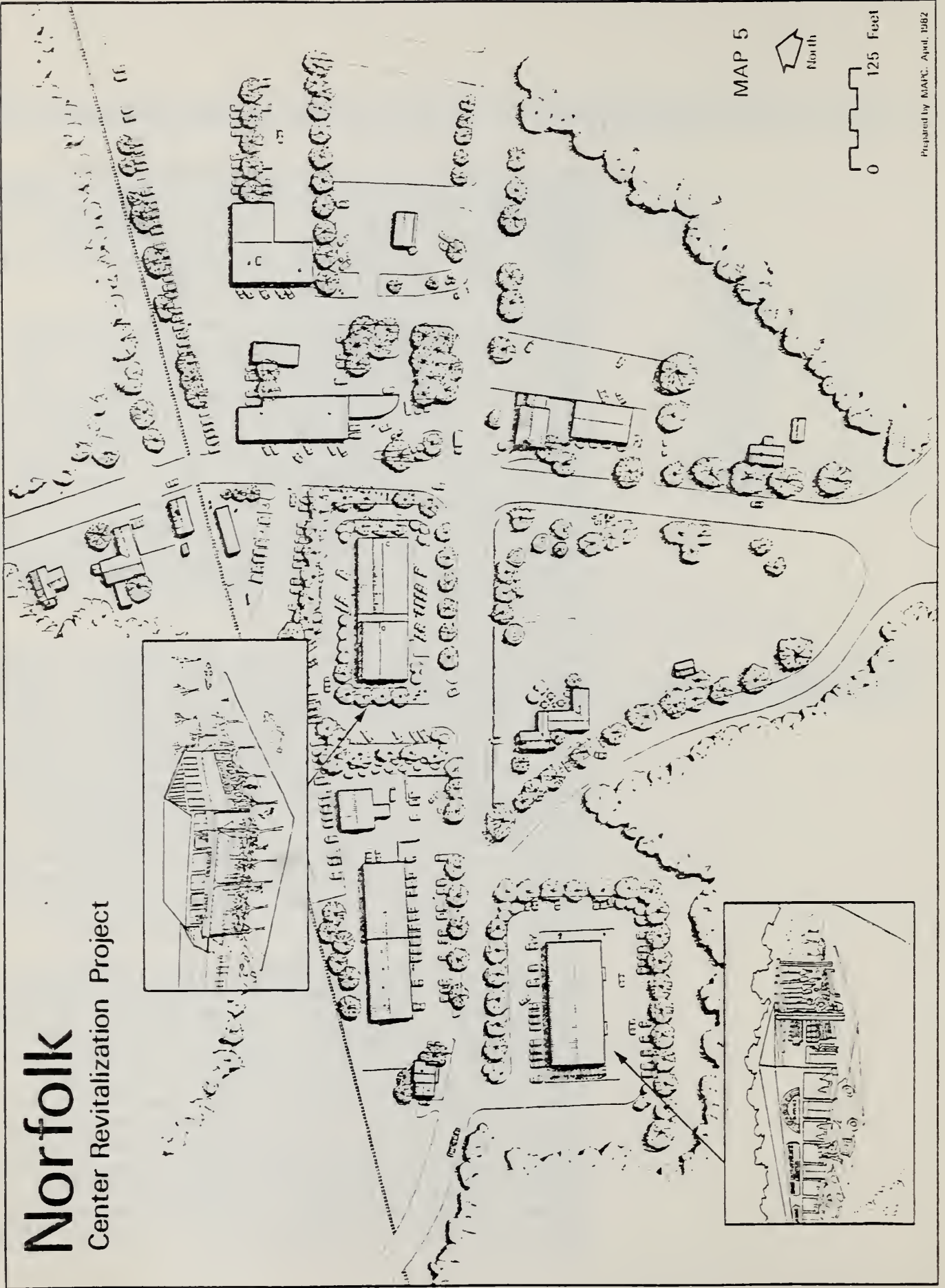
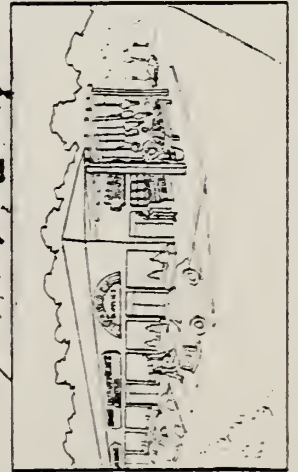
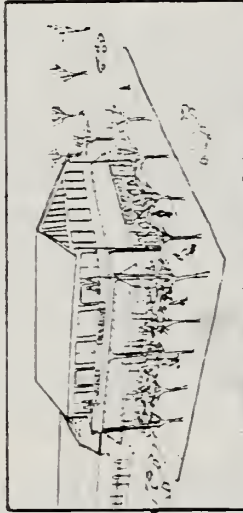
Constraints on Future Expansion

Theoretically, there are a number of things that could constrain business expansion in Norfolk Center. They include new competition, changes in the size or density of the zoned district, major shifts in population and income trends, changes in spending patterns and kinds of expenditures, the availability and terms of financing, the cost of new construction, and the commitment of businessmen and the community to improving physical conditions and maintaining a pleasant environment. All of these variables have been considered in this market analysis. Although projections have been made for only five years, some uncertainties always exist. Therefore, potential constraints will be elaborated on here.

With respect to future competition, the uncertainty that exists is whether business expansion in neighboring shopping areas will capture a larger share of expenditures made by Norfolk residents. Norfolk Center is attractive to residents because of its atmosphere and because of the socializing that takes place there. It is assumed these characteristics will be capitalized on and maintained in the future. The mix of businesses there is another positive feature. Strengthening this mix by adding complementary businesses that people also desire can only improve the Center's competitive position. Therefore, even if expansion occurs at other shopping areas, the Center's future will not be adversely affected.

Norfolk

Center Revitalization Project



MAP 5



0 125 Feet

Prepared by MAPC, April, 1982

The capacity of the zoning district won't constrain the business expansion predicted for the next five years. There is more than 40 acres of land available for development. Certainly, not all this land should be developed in the next five years, nor could it be based upon estimates of the market conditions for new business.

Population and income projections were based on past trends and current public policies. It is highly unlikely that the actual population of Norfolk will be significantly different from the estimate. On the other hand, per-capita income in 1985 may vary somewhat from the estimate made. The rate of change in income from 1969 to 1977 was used to estimate the 1985 figure. Changes in the income of new residents as well as changes in employment could, indeed, affect this estimate.

Spending patterns and consumer preferences about expenditures were based on recent experience and are not likely to change in the near future. Sources include research on sales volumes of businesses, shopper and business surveys, and research on expenditures of Massachusetts residents. The information used was the most current available (1977 to 1980). Some was general -- sales volumes were for businesses throughout the country and expenditure statistics were for the state of Massachusetts. Other information, e.g., MAPC business surveys, was specifically for Norfolk Center.

The community's commitment to improving physical conditions in the Center, and then to maintaining a pleasant environment, is the one thing which could most dramatically affect the future of the Center. The conditions have been accounted for and their effect on sales volumes demonstrated. Improvement and maintenance of an environment most conducive to shopping and socializing in the Center will require contributions by the town government, residents, retailers, and property owners. The poster titled Norfolk Center Revitalization Project outlines the conditions and possible improvements.

POPULATION ESTIMATES FOR NORFOLK AND SURROUNDING COMMUNITIES, 1970-1990

	<u>1970</u>	<u>1975</u>	<u>1980</u>	<u>1985</u>	<u>1990</u>
Norfolk*	3,775	5,079	5,482	6,500	7,600
Foxborough	14,218	14,690	14,148	16,900	19,600
Franklin	17,830	18,379	18,217	20,000	21,700
Medfield	9,821	10,031	10,220	11,000	11,300
Medway	7,938	8,116	8,447	9,200	10,000
Millis	5,686	6,534	6,908	7,900	8,800
Walpole**	17,631	17,976	18,341	19,500	20,600
Wrentham	7,315	7,342	7,580	8,500	9,500
<hr/>					
Norfolk Region	84,214	88,147	89,343	99,500	109,600

* Doesn't include prison population: 881 in 1970, '75 & '80, 900 in 1985, '90.

** Doesn't include prison population; 581 in 1970, '75 & '80, 500 in 1980 & '85.

Sources: U.S. Department of Commerce, Bureau of the Census
Metropolitan Area Planning Council, 1981.

POPULATION DENSITY NORFOLK AND SURROUNDING COMMUNITIES, 1970-1990

	<u>1970</u>	<u>1975</u>	<u>1980</u>	<u>1985</u>	<u>1990</u>
Norfolk	238	320	345	410	479
Foxborough	698	721	695	830	963
Franklin	662	683	677	743	806
Medfield	663	677	690	743	797
Medway	689	709	733	799	868
Millis	465	534	565	646	720
Walpole	847	862	881	936	989
Wrentham	324	325	336	377	420
<hr/>					
Norfolk Region	580	607	616	686	755

Source: Metropolitan Area Planning Council, 1981.

ENROLLMENT ESTIMATES FOR PUBLIC SCHOOLS,
NORFOLK AND SURROUNDING COMMUNITIES, 1980

	<u>K-6</u>	<u>7-8</u>	<u>9-12</u>	<u>TOTAL</u>
Norfolk	800	300	500	1,600
Foxborough	1,700	600	1,200	3,500
Franklin	2,300	800	1,600	4,700
Medfield	1,200	500	900	2,600
Medway	1,200	400	800	2,400
Millis	800	200	600	1,600
Walpole	1,700	700	1,500	3,900
Wrentham	700	200	500	1,400
<hr/>				
Norfolk Region	10,400	3,700	7,600	21,700

Source: Massachusetts Department of Education, 1981.

ENROLLMENT ESTIMATES FOR PUBLIC SCHOOLS,
NORFOLK AND SURROUNDING COMMUNITIES, 1983

	<u>K-6</u>	<u>7-8</u>	<u>9-12</u>	<u>TOTAL</u>
Norfolk	700	300	500	1,500
Foxborough	1,400	500	1,100	3,000
Franklin	2,000	800	1,600	4,400
Medfield	1,100	400	800	2,300
Medway	1,000	300	700	2,000
Millis	800	200	500	1,500
Walpole	1,400	600	1,300	3,300
Wrentham	600	300	400	1,300
<hr/>				
Norfolk Region	9,000	3,400	6,900	19,300

Source: Massachusetts Department of Education, 1981.

PER CAPITA INCOME ESTIMATES FOR NORFOLK
AND SURROUNDING COMMUNITIES, 1969-1985

	<u>1969</u>	<u>1977</u>	<u>Change per</u> <u>yr. '69-'77</u>	<u>1980</u>	<u>1985</u>
Norfolk	5,651	6,002	44	6,134	6,266
Foxborough	6,150	7,115	121	7,478	8,083
Franklin	8,622	9,531	114	9,873	10,443
Medfield	7,410	8,548	142	8,974	9,684
Medway	6,520	7,267	93	7,546	8,011
Millis	6,189	6,765	72	6,980	7,340
Walpole	6,898	7,407	64	7,599	7,919
Wrentham	7,808	8,571	95	8,856	9,141
				8,165	8,608

Sources: U.S. Department of Commerce, Bureau of Economic Analysis.
Metropolitan Area Planning Council, 1981.

EMPLOYMENT STATISTICS FOR NEW YORK
AND SURROUNDING COUNTIES, 1970-1980

Number Establishments	AVERAGE ANNUAL EMPLOYMENT										
	Total Employment	Government	Agriculture Forestry Fishing	Mining	Contract Construction	Manu- facturing	Trans. Comm. Utilities	Wholesale And Retail Trade	Finance Insurance Real Estate	Services	
1970											
Foxborough	145	4,867	--	3	0	115	3,943	16	538	92	161
Franklin	236	1,976	--	29	0	255	760	43	540	37	312
Bedfield	91	749	--	7	0	116	202	25	320	3	76
Bedway	100	750	--	1	0	81	187	61	313	21	87
Hillside	79	967	--	1	16	21	664	49	150	6	60
Walpole	293	5,375	--	12	17	262	3,138	222	1,400	91	232
Wrentham	81	109	--	7	0	161	455	55	194	13	224
Norfolk	39	288	--	5	0	43	82	51	86	4	17
Region	1,064	15,081	--	65	33	1,054	9,431	522	3,541	267	1,169
1975											
Foxborough	195	6,401	--	11	0	117	4,665	64	911	108	524
Franklin	254	2,397	--	26	0	129	789	50	752	65	586
Bedfield	101	810	--	15	0	38	149	16	351	20	221
Bedway	115	786	--	10	0	13	288	31	256	49	139
Hillside	110	996	--	10	16	42	508	47	254	15	105
Walpole	366	5,999	--	12	35	153	2,943	570	1,810	116	361
Wrentham	102	1,141	--	15	0	90	483	43	292	21	197
Norfolk	67	364	--	15	0	19	81	75	111	3	59
Region	1,270	18,894	--	114	51	601	9,906	896	4,737	397	2,192
1980*											
Norfolk	90	1,092	569	17	0	31	130	x	178	8	54
Foxborough	229	8,311	556	35	0	111	5,290	142	1,077	142	958
Franklin	296	3,960	823	39	0	196	1,115	81	1,029	104	573
Bedfield	169	3,332	1,358	26	0	57	1,041	18	569	30	233
Bedway	127	1,466	766	x	0	18	478	198	268	60	188
Hillside	147	1,595	797	x	x	64	569	31	297	11	147
Walpole	414	8,182	1,597	44	x	190	1,580	595	2,145	110	498
Wrentham	133	4,156	2,704	x	0	131	x	33	246	29	344
Region	1,585	32,094	6,703	1614	x	798	10,203+	1,098+	5,809	494	2,995

* -- 1980 Totals Include Government Employees.

x -- Confidential

Source: Mass. Division of Employment Security; Job Market Research; 1980.

